Developing Ethical Leaders

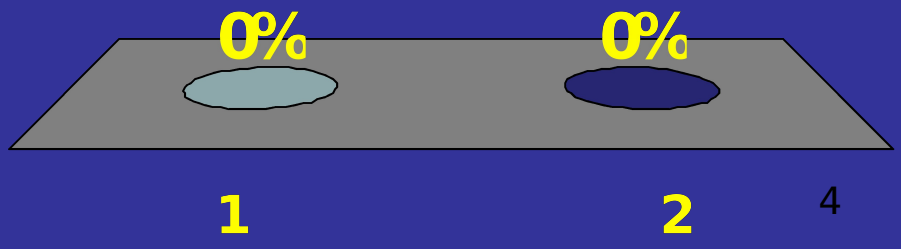
CMC & SGTMAJ Video

- **Who is an individual of character?**

- **An individual who knows the difference between right and wrong – good and evil - and is committed to do the right thing.**

Is ethical leadership all about character?

1. Yes
2. No



The Spectrum of Unethical Behavior

My Lai, Vietnam
1968

Abu Ghraib, Iraq
2003

Haditha, Iraq
2005

Kandahar, Afghanistan
2010

Helmand, Afghanistan
2011

?

Your Next
Deployment?

Who Is Responsible?

Develop Ethical Leaders: The Three Levels of Awareness

- The Individual
- The Situation
- The System

THE INDIVIDUAL

Why do individuals behave unethically?

- They might be psychopaths.
- They might be people of character who know the difference between right and wrong, but fail to apply their values.

How do we make decisions in a simple or simplified moral field?

Every day we make ethical decisions in response to societal inputs.

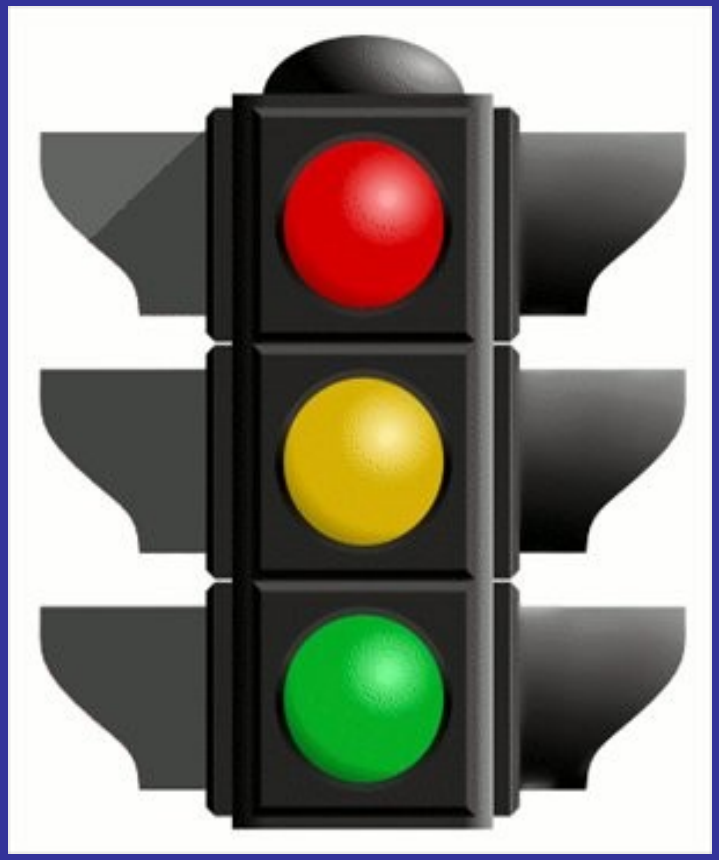
Often we do not even have to think about the ethical dimension of our actions.

How long does it take us to decide to stop at a red traffic light?

How long does it take us to help a child who is the victim of a car accident?

How long does it take us to give back the cashier the money he/she has given us in excess?

- **Healthy societies provide constant input and points of reference for morally sound behavior.**



Kitty Genovese

Darley and Batson 1973

Good Samaritans at Princeton Theological Seminary?

- **The percentage of organ donors in several European countries is much higher than in the US. 6000 lives could be saved each year if more Americans were donors.**

Austria 99.98 %

Belgium 98 %

France 99.91 %

US 44 %

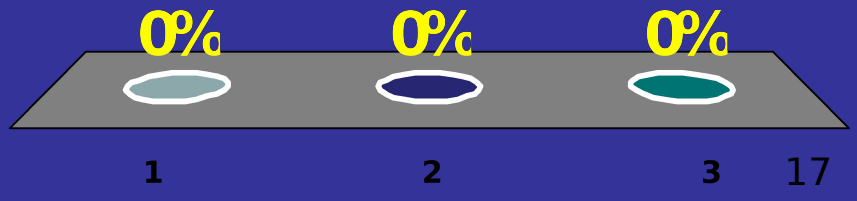
Germany 12 %

Denmark 4.25 %

Ethical Leadership and the Vulnerability Gap

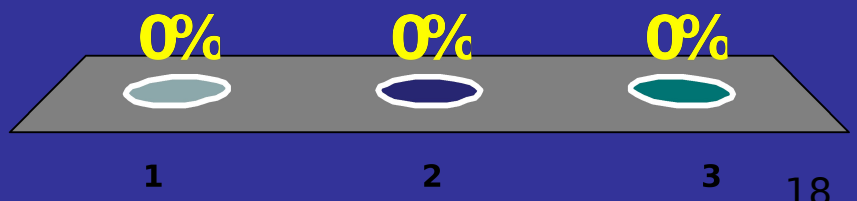
The cashier at the supermarket makes a mistake and gives me back $10 more in change. How long do you think it is going to take me to give the money back?

1. A few seconds
2. From a few to several minutes
3. From a few to several hours



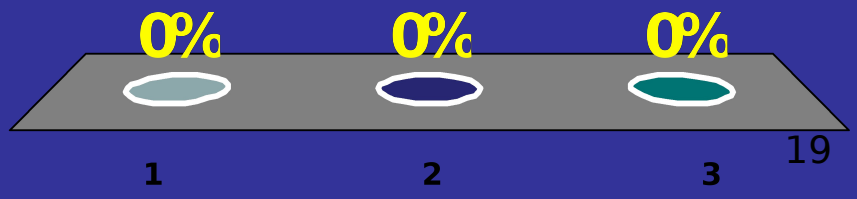
The cashier at the supermarket makes a mistake and gives me back $100 more in change. How long do you think it is going to take me to give the money back?

1. A few seconds
2. From a few to several minutes
3. From a few to several hours



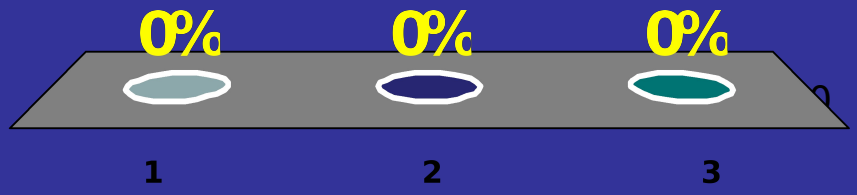
My neighbor, a wealthy 80 year old man, has crashed into my new car. The repair was $700. He thought that it was $7,000 and gave me a check for that amount. How long do you think it is going to take me to give the money back?

1. A few seconds
2. From a few to several minutes
3. From a few to feveral hours



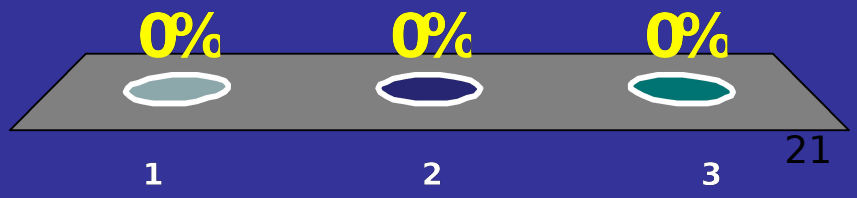
My taxi driver says he is pleased with the nice tip from his last ride, a foreigner he drove to the airport. Next to me, in the back seat, I find an envelope that contains the foreigner's ID, contact info, and $ **100,000**. How long does it take for me to decide to ensure the foreigner gets his money?

1. **A few seconds**
2. **From a few to several minutes**
3. **From a few to several hours**

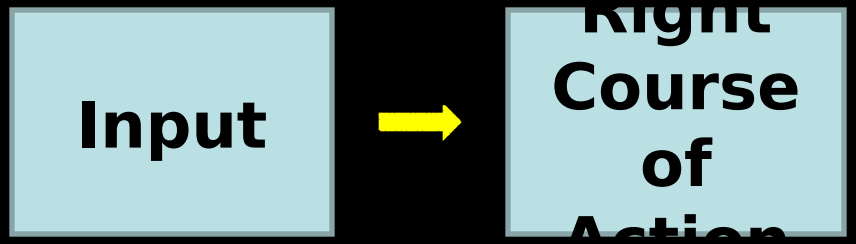


In the same taxi the envelope in the back seat, contains the foreigner ID, contact info and $ **1,000,000**. **How long does it take me to make sure he gets his money?**

1. **A few seconds**
2. **From a few to several minutes**
3. **From a few to several hours**

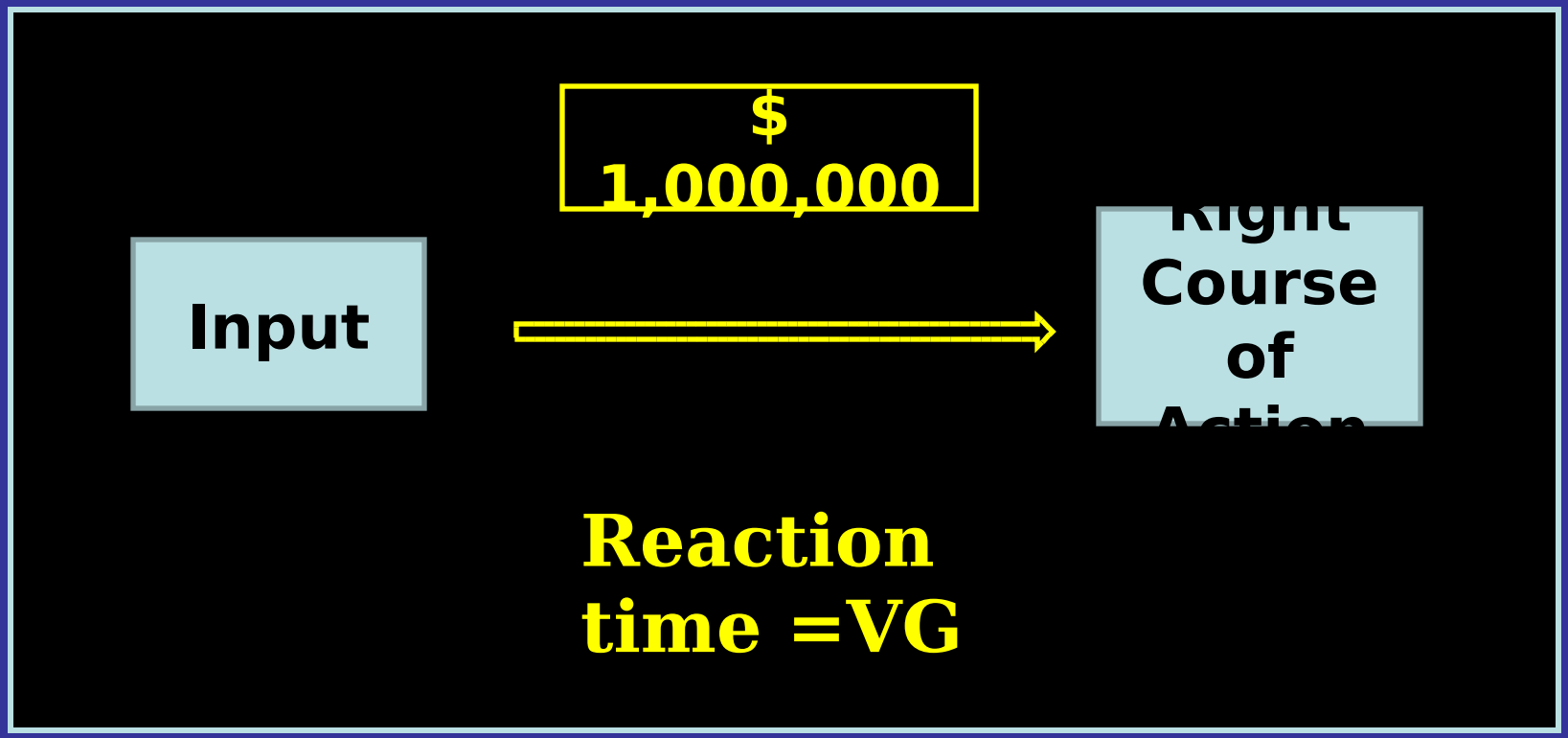


$ 10



Reaction time

The Vulnerability Gap

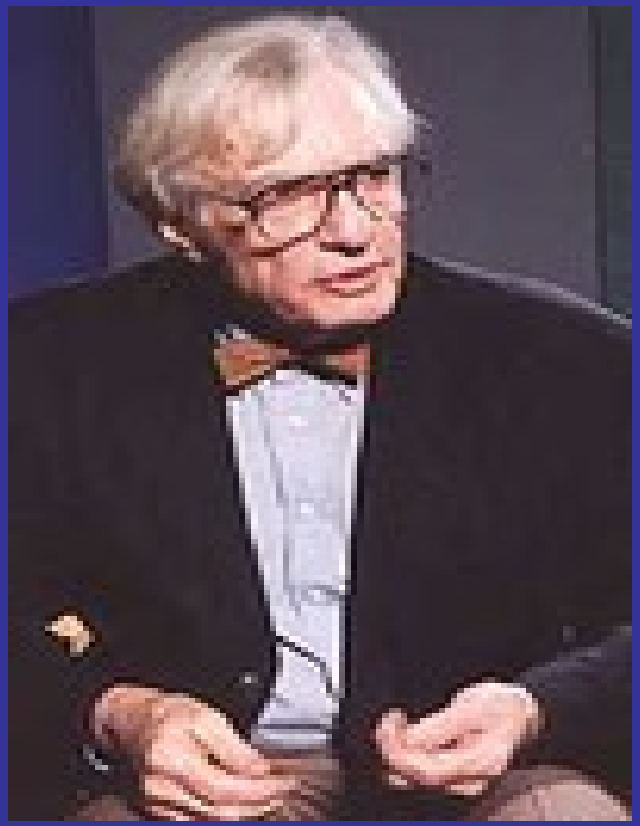


Emotions can push us into the VG.

Temptation and coercion can push us into the VG.

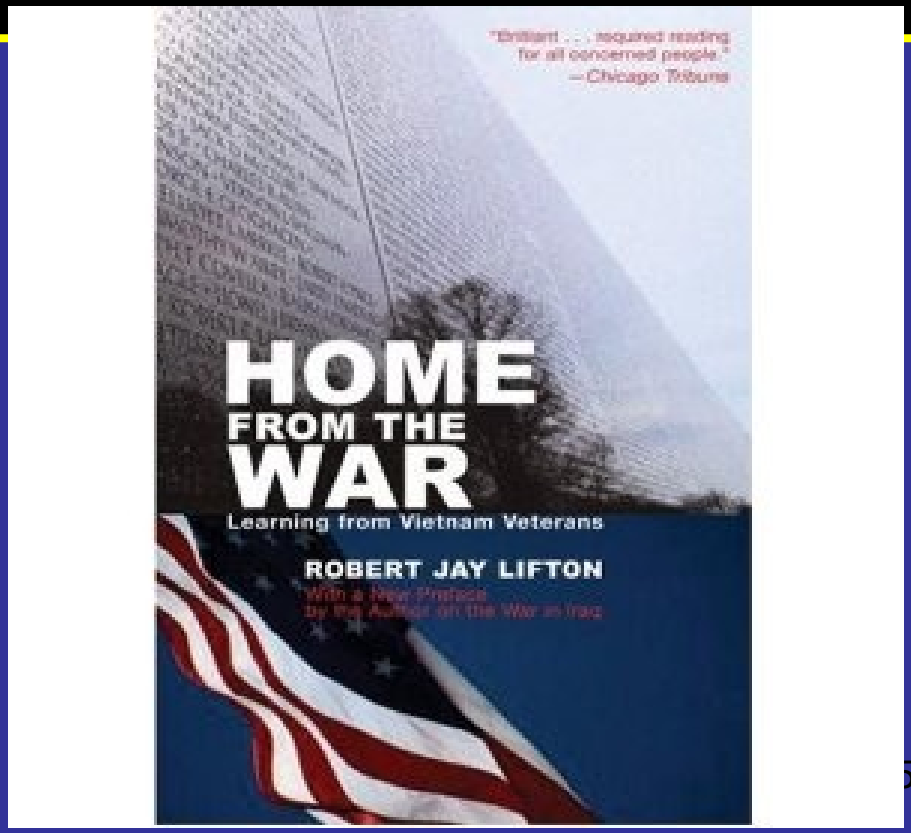
THE SITUATION

The Power of the Situation

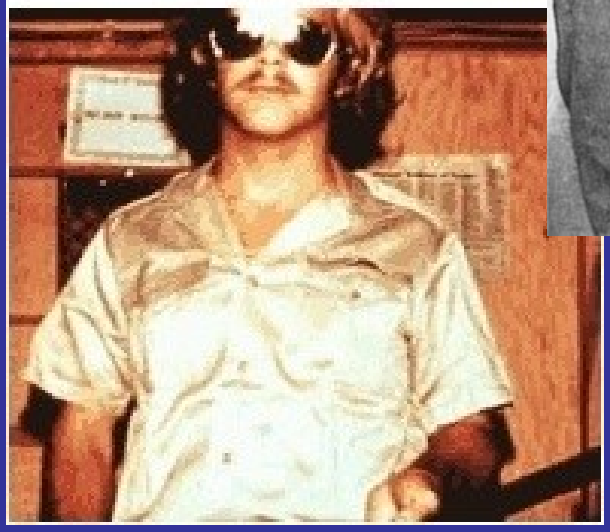


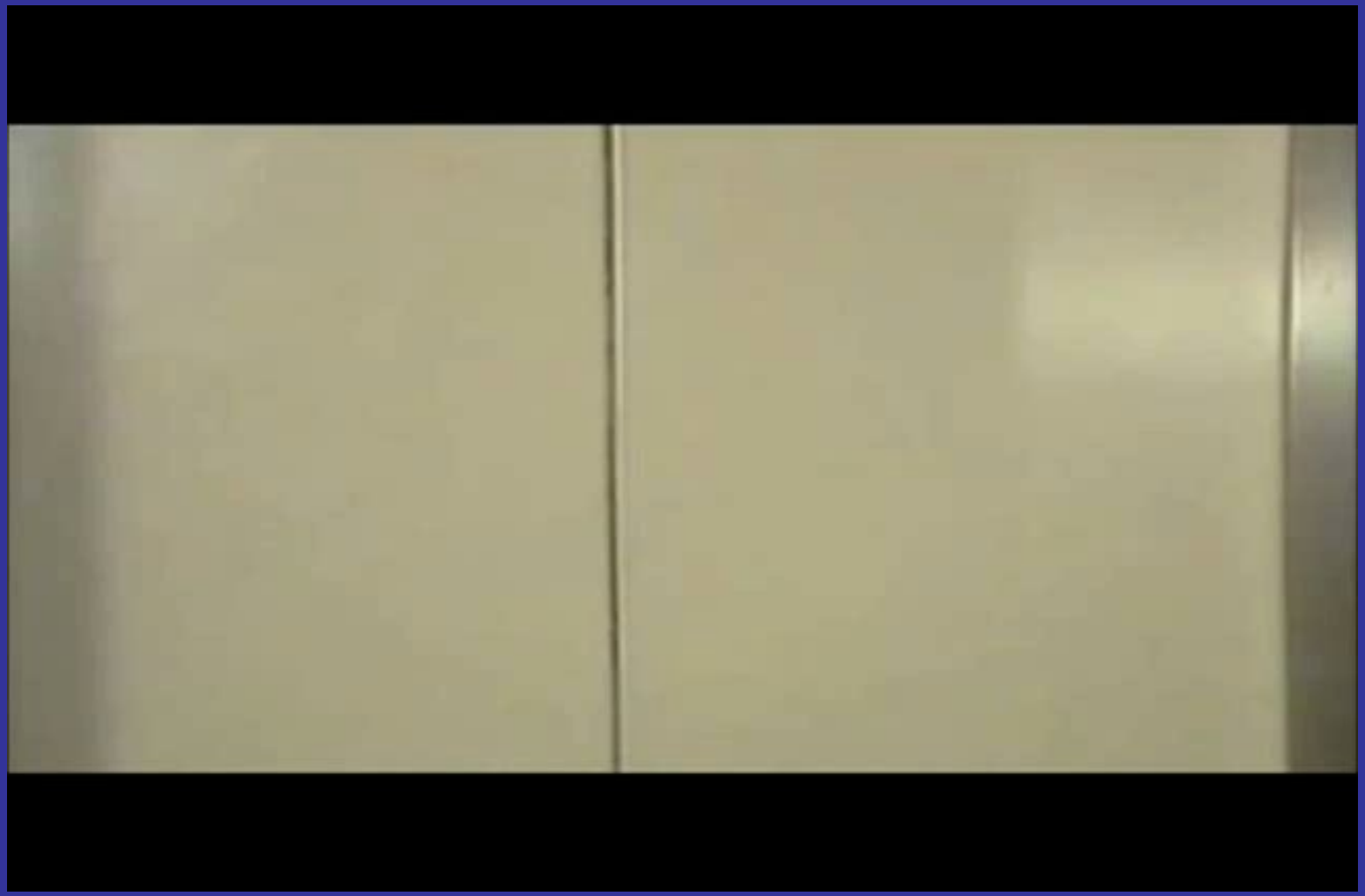
Robert Jay Lifton

Developed the concept of *atrocity-producing situation*


"Brilliant . . . required reading for all concerned people."
—Chicago Tribune
HOME FROM THE WAR
Learning from Vietnam Veterans
ROBERT JAY LIFTON

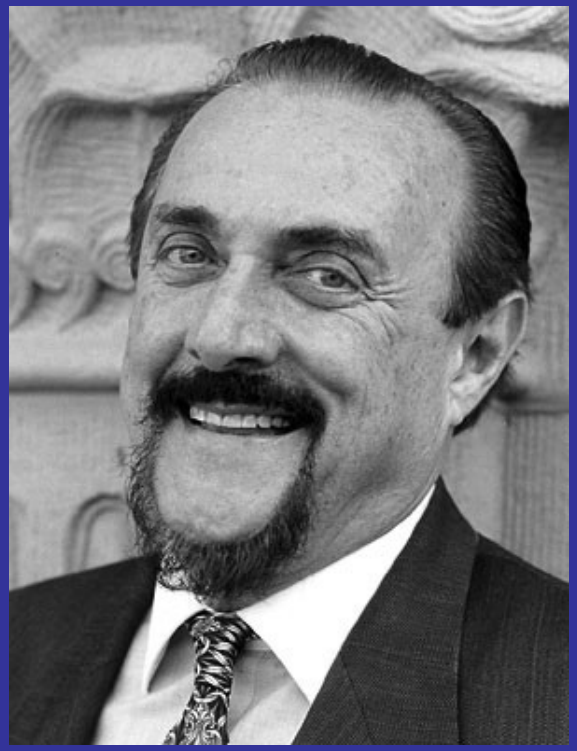
The Stanford Prison Experiment, 1970s





“Good people can be induced, seduced, and initiated into behaving in evil ways.”

“They can also be led to act in irrational, stupid, self-destructive, antisocial and mindless ways when they are immersed in ‘total

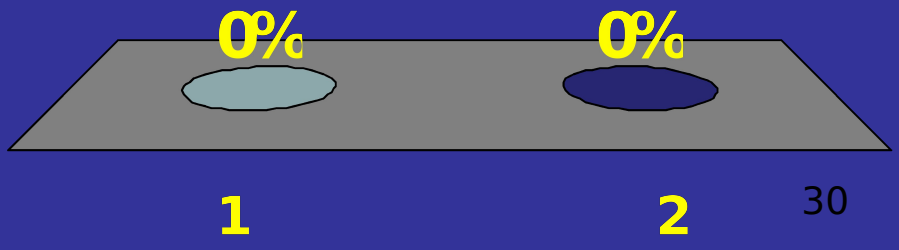


Prof. Zimbardo

Character
vs
Situation

Is it acceptable to steal?

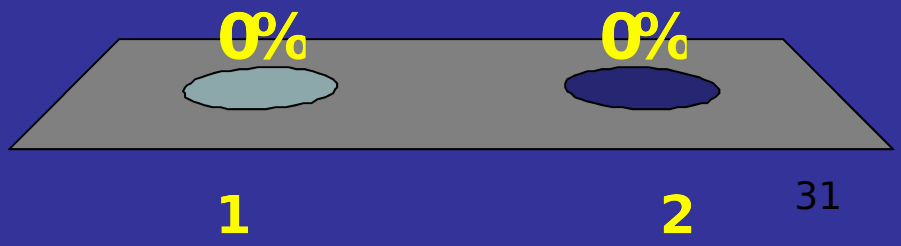
1. Yes
2. No



Is it acceptable to steal food?

1 Yes

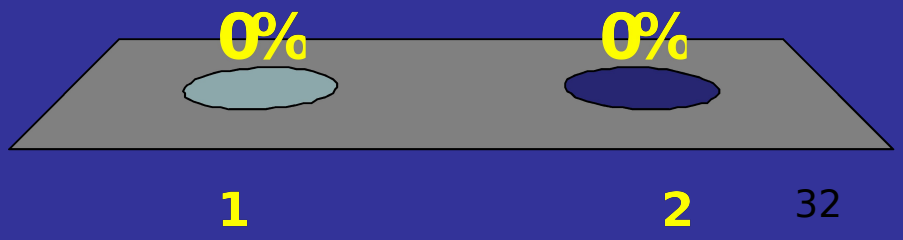
2 No



Is it acceptable to steal food if I am hungry?

1 Yes

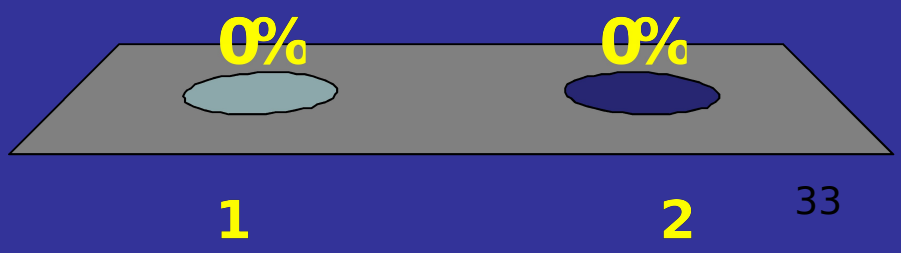
2 No



Is it acceptable to steal food if I am starving?

1 Yes

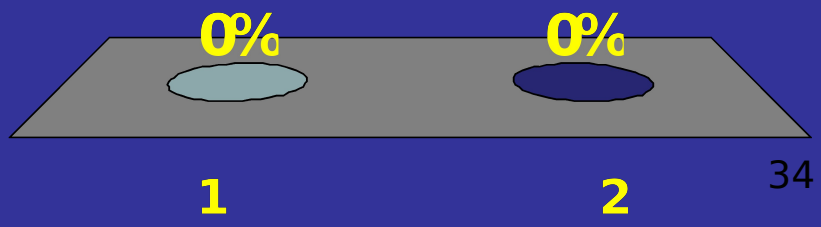
2 No



Is it acceptable to steal food if someone I am caring for is starving (My children; my parents)?

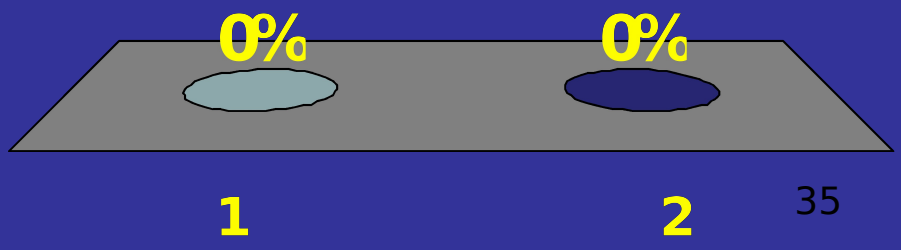
1 Yes

2 No



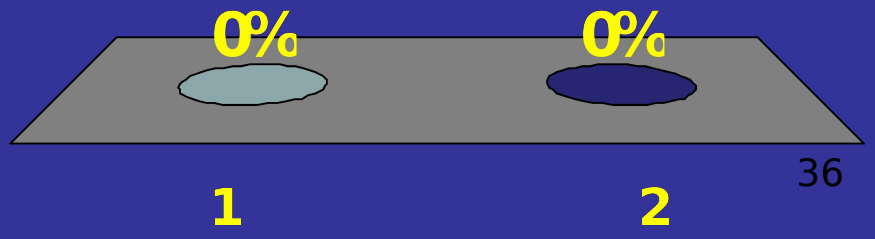
Is it acceptable to torture?

1. Yes
2. No



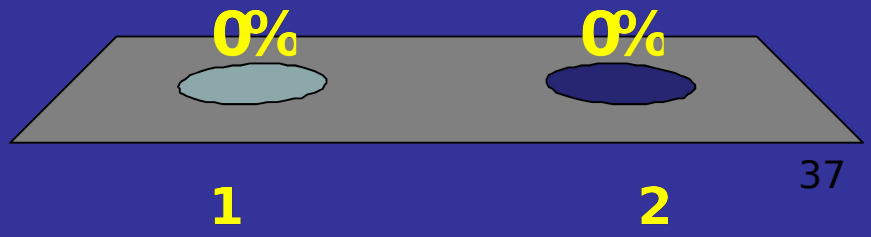
Is it acceptable to torture an EPW or detainee who might be responsible for the killing of several Marines?

1. Yes
2. No



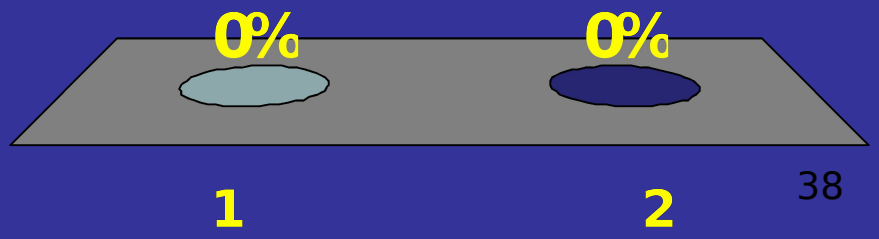
Is it acceptable to torture the EPW or detainee who might give us good intelligence?

1. Yes
2. No



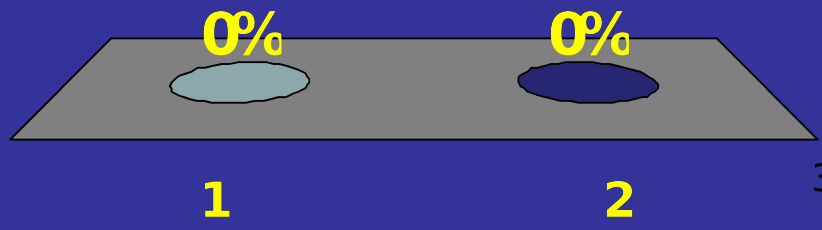
Is it acceptable to torture the EPW or detainee who might know the location of a Marine that was taken prisoner yesterday?

1. Yes
2. No



Is it acceptable to torture the member of a kidnapping group who has taken your son, and might know where he is being held?

1. Yes
2. No



At what point does something unethical become acceptable? And why?

Emotions can cause us to abandon rational thought and shift our moral judgment from long-term absolutes to short-term pragmatic "solutions".

Marines do not do that!

How dangerous is this shift from rational thought to emotional "solutions" for the ethical leader and his/her Marines?

THE SYSTEM

Rank the importance of the elements below

1. Cohesion
2. Culture
3. Discipline
4. Leadership
5. Obedience
6. Training
   Education

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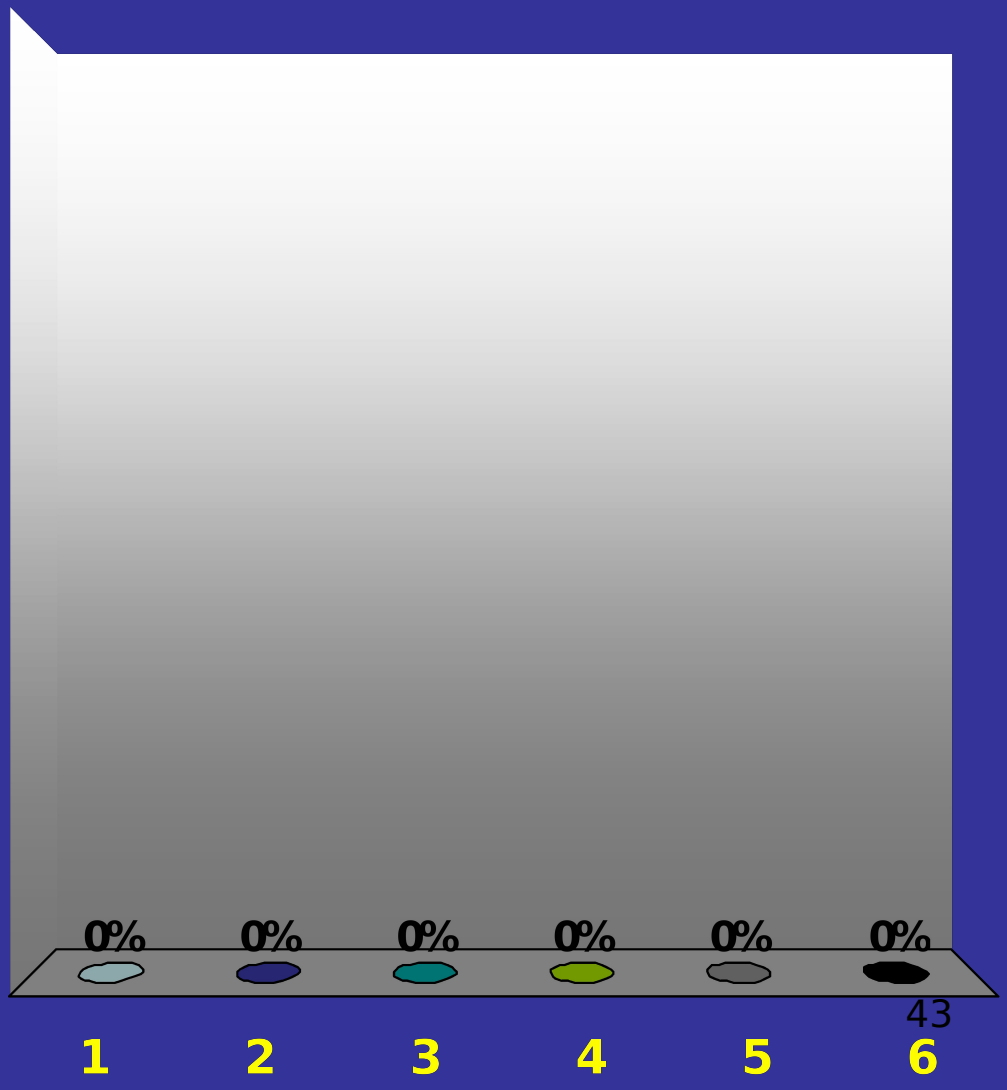
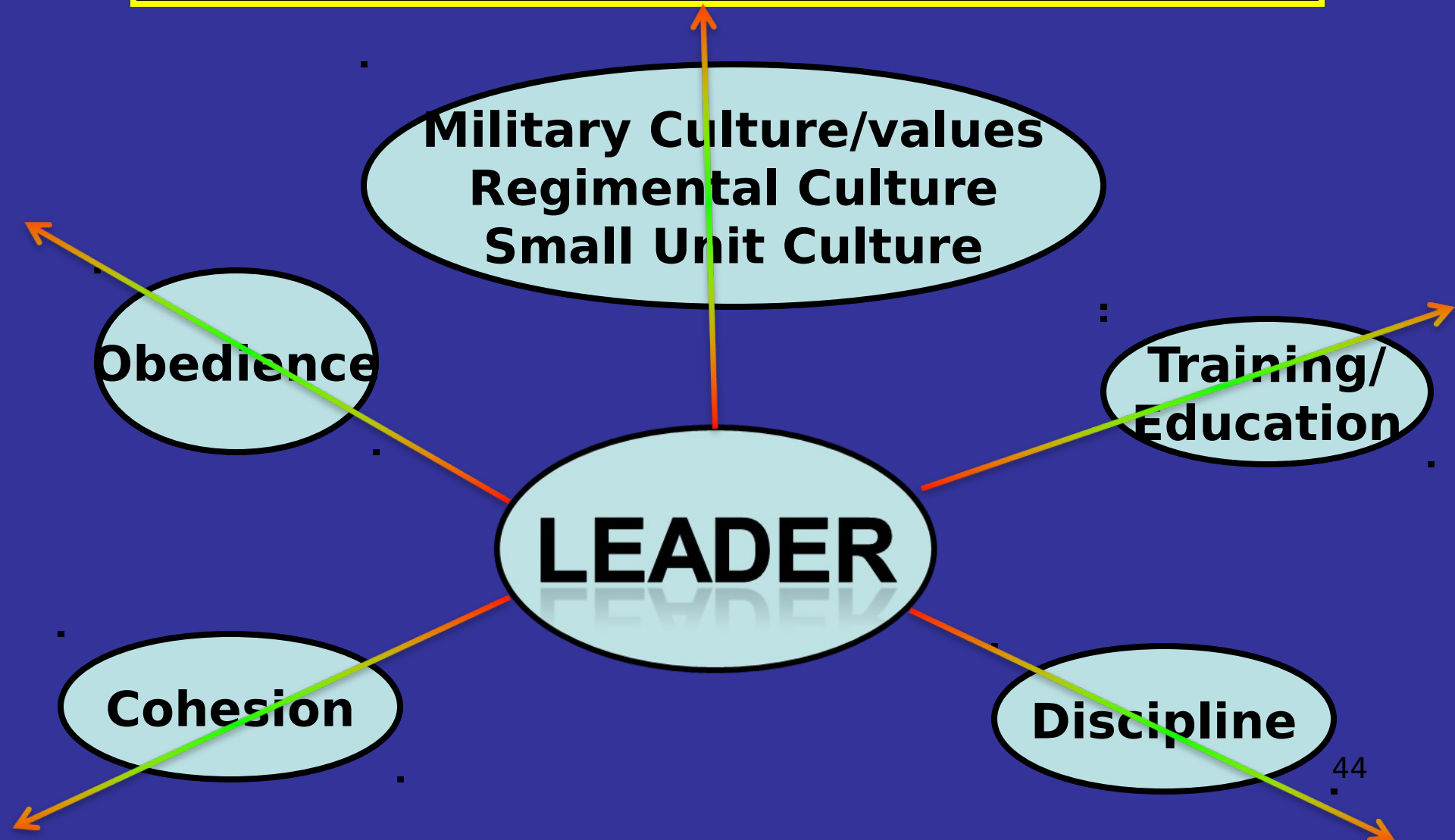
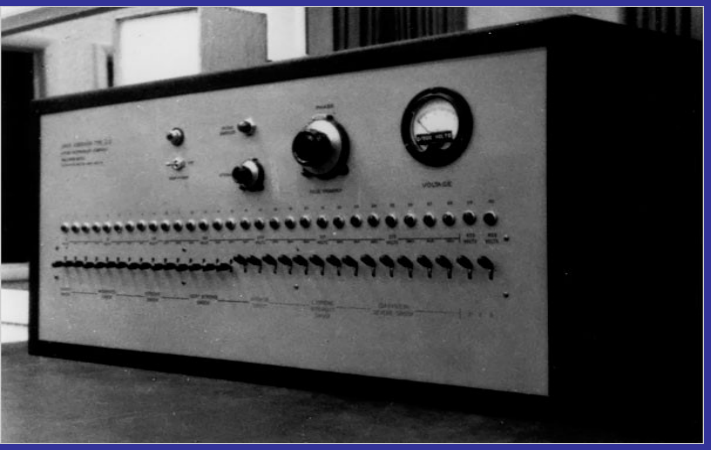


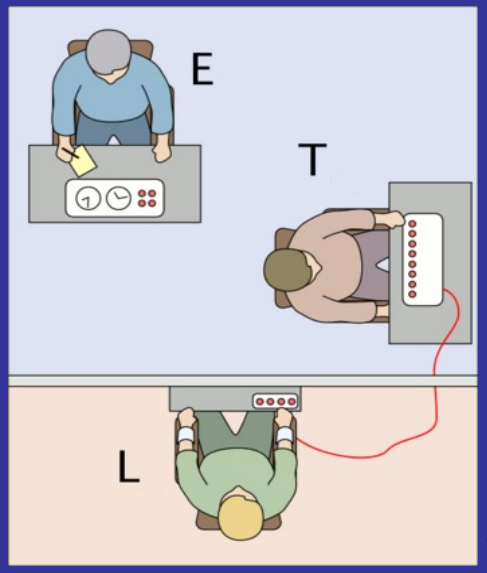
The Military System



Obedience and Moral Courage

- What should leaders learn from the Milgram experiment?





Milgram, morality and leadership

Th

moral concern "to a consideration of how well he is living up to the expectation that the leadership has of him."

Gradual acceptance of immoral behavior only requires a first step towards immoral behavior!

Distorted understanding of moral responsibility leads to immoral behavior.

Prof. Milgram

Cohesion

- **It is a force multiplier.**
- **Motivates individuals to accept and deal with challenges they might never be able to face alone.**

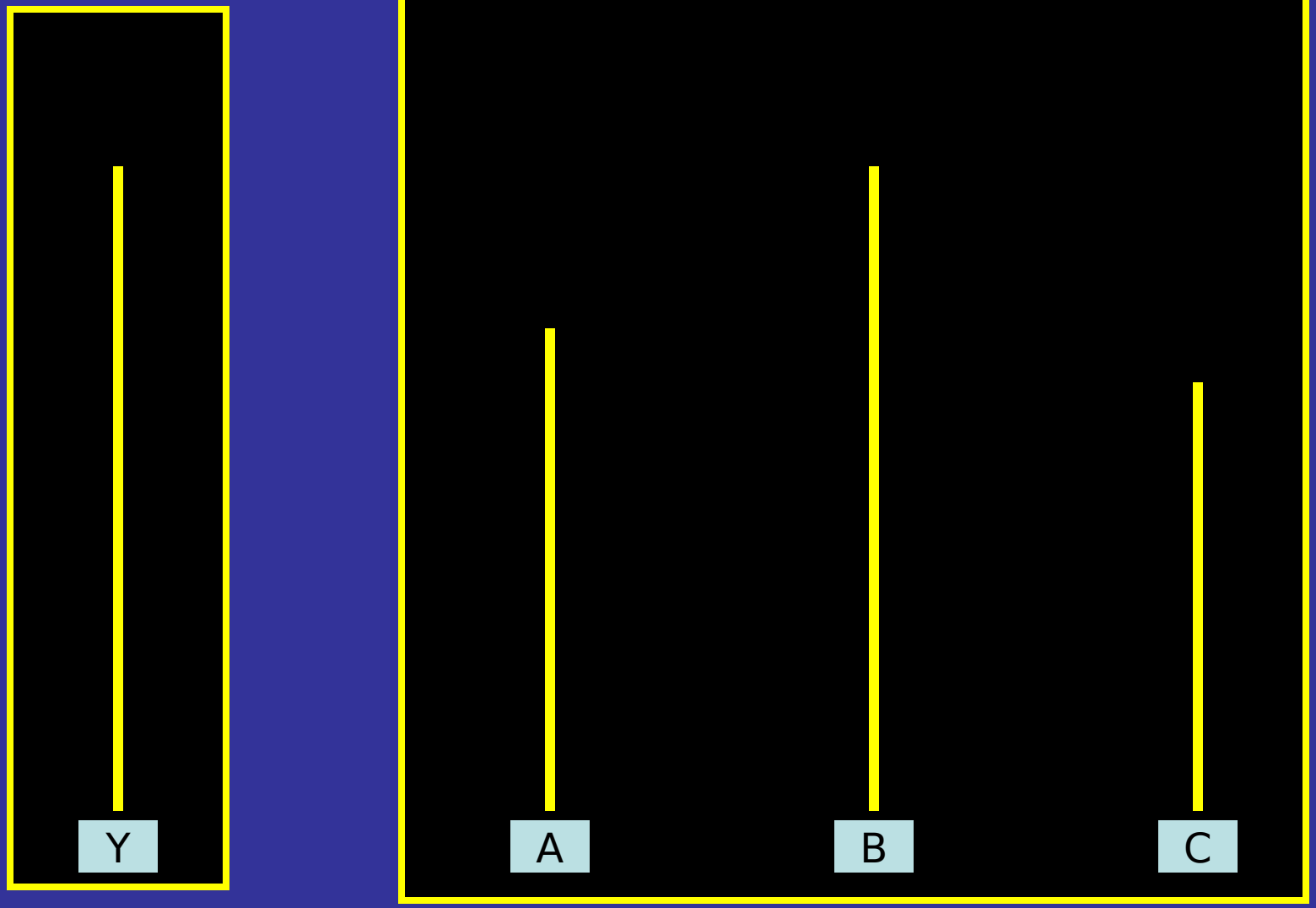
Cohesion

- Cohesion can turn negative if the core values of the individuals and the unit are significantly eroded.
- In a crisis or highly stressful situation such as combat, soldiers will choose loyalty to their close friends over obligation to a higher organization.

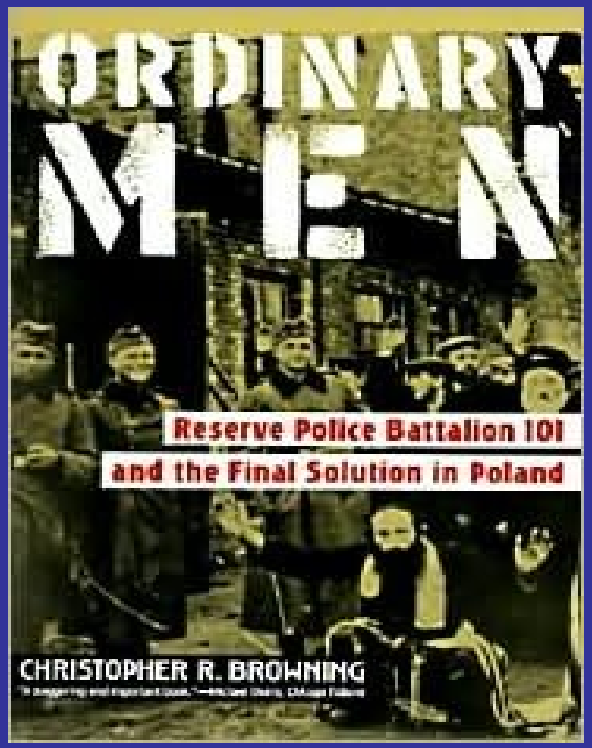
LTC Robert Rielly, Military Review 2001

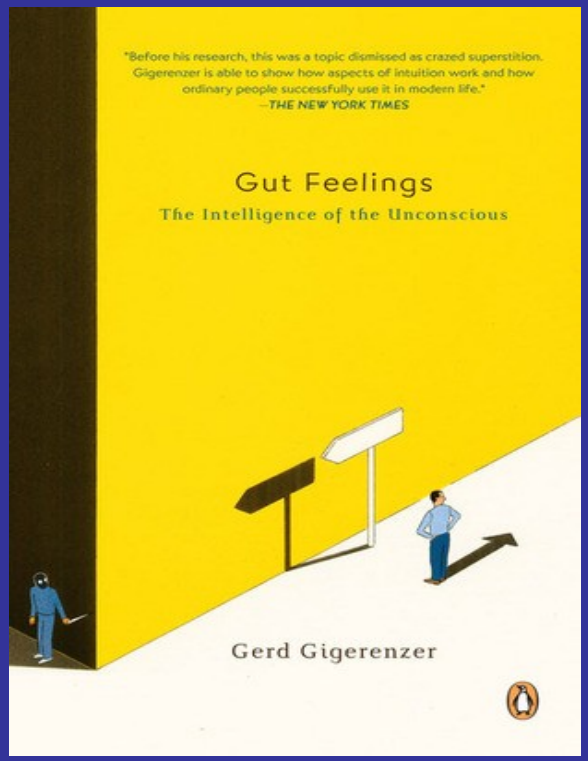
The negative side of Cohesion: Conformity

Conformity and Asch Experiment



Conformity and unethical behavior

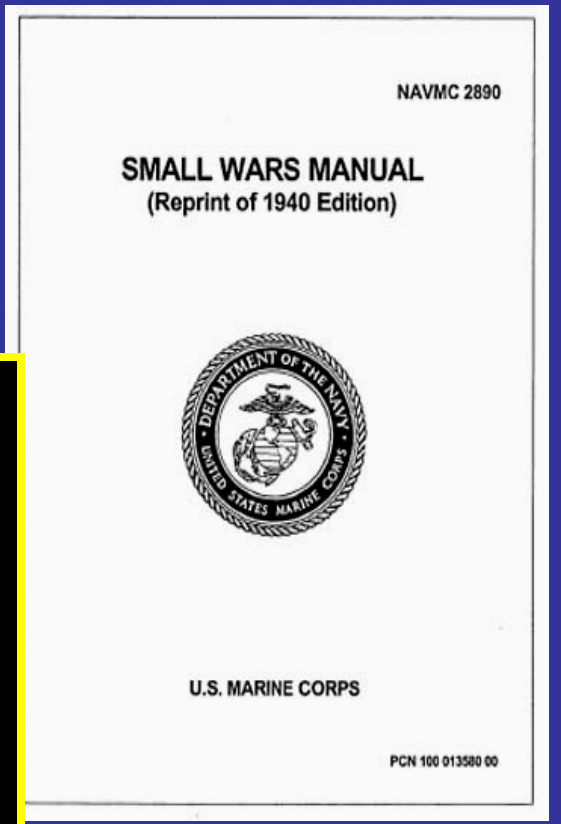



"Before his research, this was a topic dismissed as crazed superstition. Gigerenzer is able to show how aspects of intuition work and how ordinary people successfully use it in modern life."
—THE NEW YORK TIMES
Gut Feelings
The Intelligence of the Unconscious
Gerd Gigerenzer

Jozefow massacre, Poland, July 13, 1942

Training/Education: develop the proper mindset

- In SWs "the aim is not to develop a belligerent spirit in our men, but rather one of caution and steadiness."
- "In major warfare, hatred of the enemy is developed among troops to arouse courage. In small wars, tolerance, sympathy, and kindness should be the keynote of our relationship with the mass of the people."



Preparing Marines to be strong ethical agents

- **For Marines, ethics are the standards of our corps. As a result, the individual is obligated to apply *judgment* to a given set of circumstances.**

- ***Judgment* and therefore *choice*, is at the center of ethical conduct.**

Leading Marines

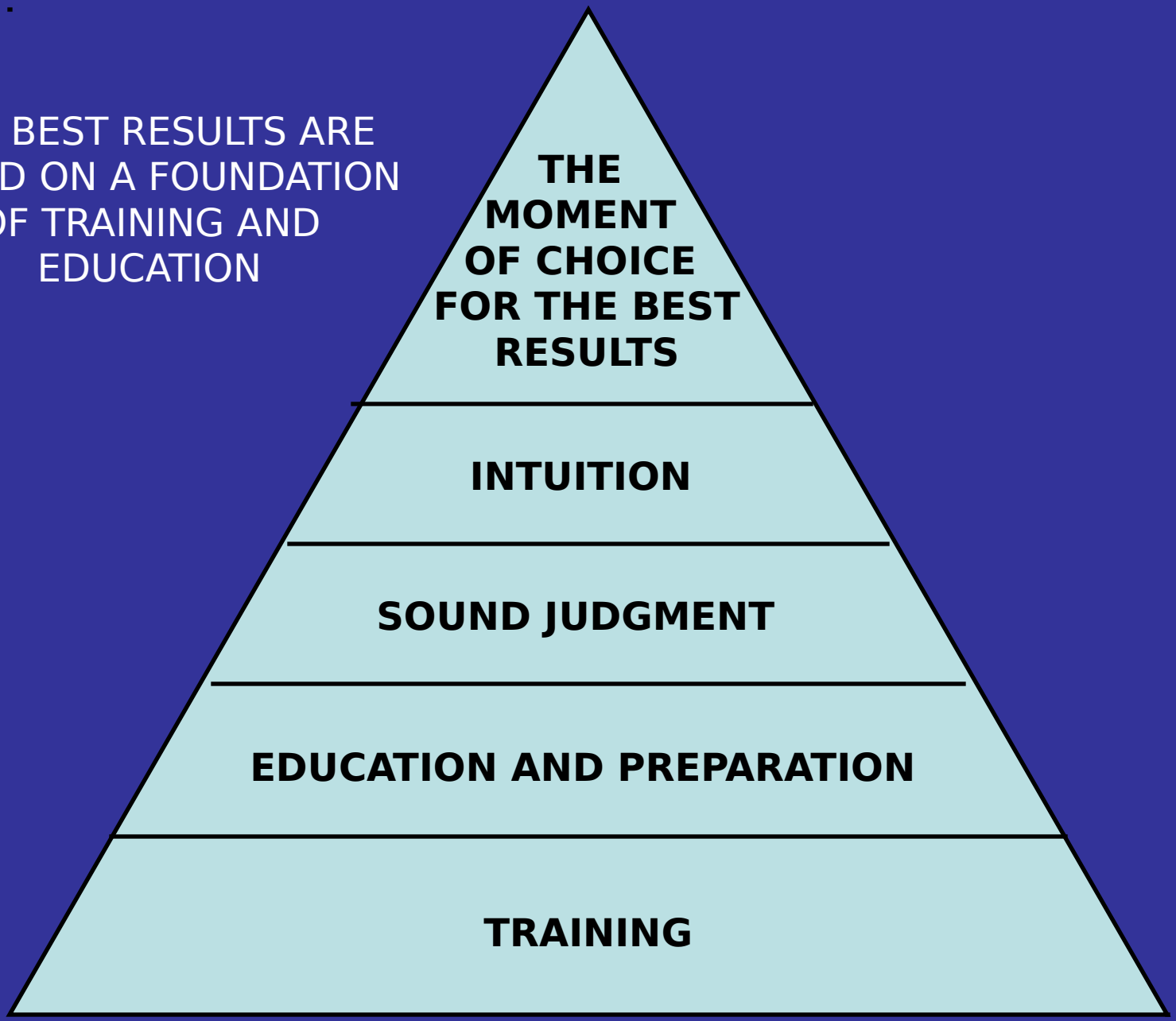
Our intuition is critical in the moment we have to make a choice.

Sound ethical intuition depends on judgment developed through life experiences.

The development of sound judgment depends primarily on EDUCATION.

Proper education and preparation for those critical moments depend on TRAINING (constant practice).

THE BEST RESULTS ARE BASED ON A FOUNDATION OF TRAINING AND EDUCATION



Discipline

Discipline is learning what to do, when to do it and in what manner it should be done. **For the Armed Forces, discipline is the** standard of personal deportment, work requirement, courtesy, appearance and ethical conduct **that will enable all to perform the mission with optimum efficiency.**

- U.S. DEPT. of DEFENSE, The Armed Forces Officer

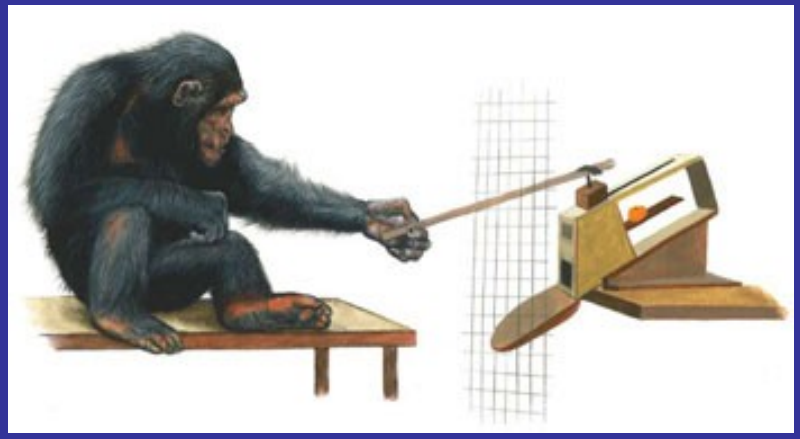
Character…Physical…Mental

Absence of Discipline

MARINE CORPS
UNIFORM
REGULATIONS

Culture

- Water Hazard Parable
- Pokers and Pushers
- How are we any different?



Culture

Leadership role in Zimbardo experiment:

Absent/Passive

Did not provide a point of reference

Did not send inputs to the system

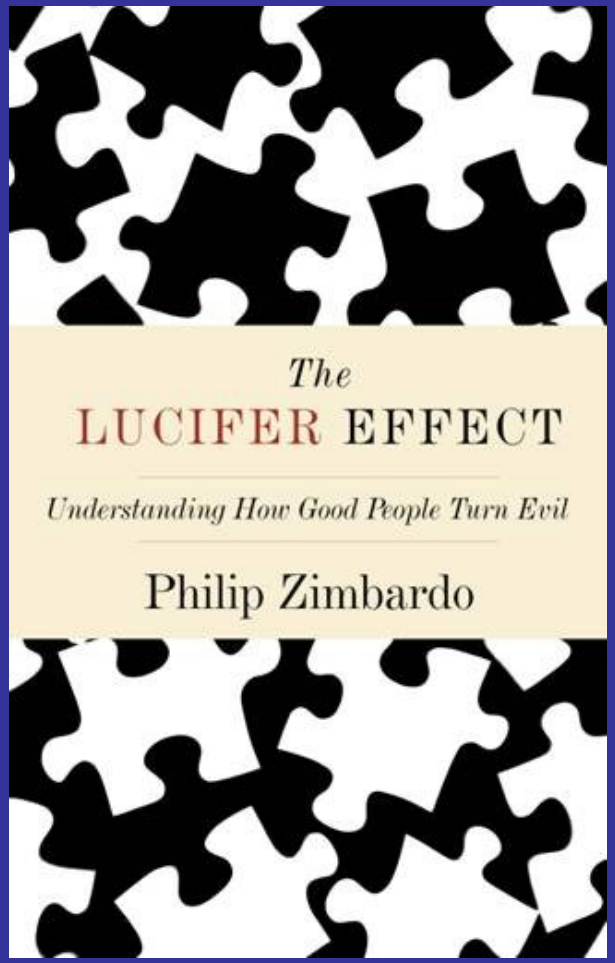
Leadership role in Milgram experiment:

Negative

Sent negative inputs to the system

A leader's dangerous mistake

"creating the myth of invulnerability to situational forces, we set ourselves up for a fall by not being sufficiently vigilant to situational forces."



Zimbardo's experiment ended with: The leader's trap

I had not been a participant in the study. I had no socially defined role within that prison context. I was not there every day, being carried along as the situation changed and escalated bit by bit.

The situation I entered at the end of the week was not truly the "same" as it was for everyone else. For them, the situation was constructed as being still within the range of normalcy; for me, it was not – it was a madhouse.

Christina Maslach

- **Leaders will often not be able to change or shape the <u>situation</u> in which they operate. However:**

  a good understanding of the <u>individual(s</u>)

  and

  a correct application of the <u>system</u>

  will provide them with the best response to the situation and encourage ethical and morally sound behavior in their troops.

Based on the photo you saw, rank which of the elements of the system failed most

1. Cohesion
2. Culture
3. Discipline
4. Leadership
5. Obedience
6. Training
   Education

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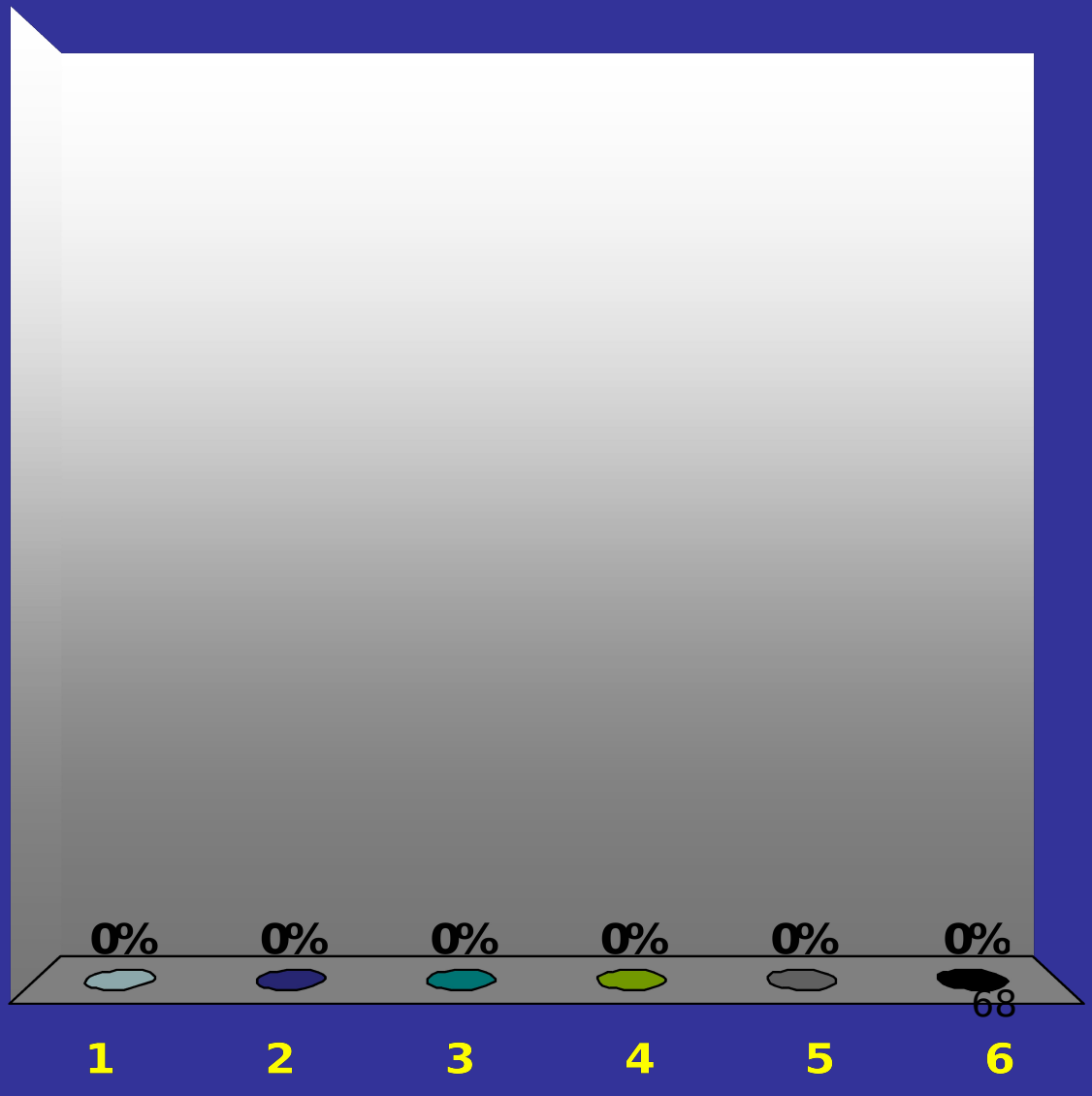
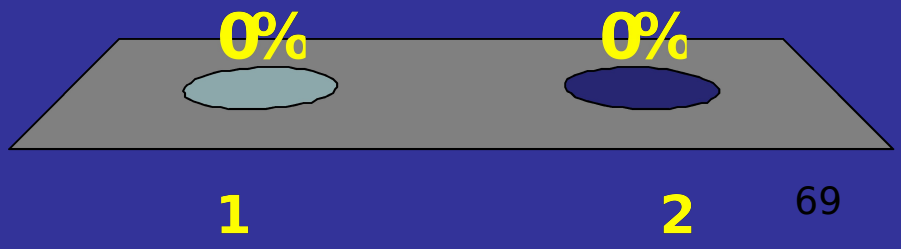


Is ethical leadership all about character?

1. Yes
2. No



The Most Important Role For Ethical Leaders

- **Leaders should provide their Marines a strong point of reference and send them positive inputs, ESPECIALLY when operating in a complex moral environment.**

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